

## APPENDIX M

### ANALYSIS OF LOCAL LABOR MARKET

#### A. PURPOSE OF THE ANALYSIS

In planning for emergency expansion of the civilian workforce, it is important to have an understanding of local labor market conditions. Most civilian personnel officers (CPOs) have a good general understanding of current conditions from their regular dealings with the local office of the U.S. Employment Service. Mobilization needs, however, are likely to strain labor supplies and to be time-critical. In many areas of the country there will be competition from defense-related industries. In those locations where there are two or more DoD servicing civilian personnel offices, area staffing committees will greatly aid this process. Most of the below issues that impact on any external organization should be handled by that committee. Prudent planning requires that civilian personnel planners know what difficulties they might face in acquiring sufficient personnel with the right skills when they are needed. With this knowledge, they can make reasonable personnel mobilization plans. The labor market analysis-is a tool to help do **this**. The analysis serves other purposes as well:

1. It keeps the CPO active in the mobilization planning process.
2. It promotes close liaison with functional and tenant organizations and better understanding of their mobilization requirements.
3. It encourages cooperative planning with external civilian personnel sources.
4. It places emphasis on the need to be aware constantly of mobilization manpower requirements and changes.
5. It provides the basis for developing alternative personnel utilization plans or, failing that, informing higher headquarters of apparent manpower acquisition problems.

#### B. RESPONSIBILITIES

DoD policy requires that civilian workforce mobilization requirements be reviewed at least annually. The Military Departments have reiterated that policy in varying levels of detail. A table showing pertinent directives and highlighting applicable paragraphs is at the end of this appendix (See Figure M-1.)

#### C. SOURCES OF INFORMATION

The prime source of labor market information is the local U.S. Employment Service (USES) office. Most CPOS already have a close working relationship with this office because it frequently helps in recruiting civilian personnel in peacetime. The more aware the USES office staff is of installation mobilization needs, the better it can help with analyzing the labor market and with

supporting recruitment during actual mobilizations. Other sources to be contacted are trade and craft unions, technical schools, veterans' organizations and even local industries if they could help meet the labor needs or are directly competitive. In the case of highly skilled or professional skill requirements, the area office of the Office of Personnel Management may be of assistance.

#### D. CONDUCTING A LABOR MARKET ANALYSIS

The analysis should be planned and conducted in coordination with other DoD activities that share the same labor market. The analysis can be divided into three parts: preparation, analysis and follow-up.

1. Preparation. Prior to approaching any information source, it is necessary to prepare a current acquisition list. To do this, the CPO must review the latest installation mobilization mission, personnel requirements and time-phasing.. He or she should then make the following internal adjustments to match available resources against requirements.

- a. Validate key and essential job positions.
- b. Purify rosters of recallable reservists and retirees.
- c. Reconfirm non-essential positions.
- d. Update internal civilian personnel mobilization plan to include transfers, promotions, job engineering options and time-phasing.
- e. Establish requirement for new acquisitions.
- f. Prepare acquisition list by number, skill (expressed in Dictionary of Occupational Titles (DOT) code), time-phase, and priority.

The information above should also be derived for all tenant units supported by the CPO so that the acquisition list is as complete as possible.

2. Analysis. The CPO should meet with the local USES and OPM offices and any other agencies considered useful to gather data and, using the acquisition list:

- a. Review time-phased requirements.
- b. Determine labor market capability to fill demand, including related lesser or higher skill levels.
- c. Estimate shortfalls by number and skill.
- d. Identify likely competing personnel claimants.
- e. Discuss employment and availability trends and any factors that might influence the labor supply in the next year.

While the local employment office can provide numbers and current labor market facts, and can be very helpful in identifying trends, the judgment and responsibility for interpreting these data relative to his or her mobilization requirements lie with the CPO.

3. Follow-up. Once the CPO has all the data and has determined its impact on the plan, he or she should try to develop alternatives to alleviate any estimated shortfalls that may remain. These may include:

- a. Establishing or modifying personnel training programs.
- b. Re-engineering some jobs to take advantage of using lesser, more available skills.
- c. Modifying manpower mobilization plans.
- d. Contacting competing claimants and jointly attempting to solve shortfall problems.
- e. Reviewing and updating abbreviated mobilization requirement job descriptions .
- f. Prepare standby job requests.
- g. Notifying installation mobilization planner of shortfalls and proposed solutions.
- h. Reporting results of the survey to higher headquarters as required and highlighting serious shortfalls.

#### E. THE ANALYSIS IN PERSPECTIVE

1. An indicator. A labor market analysis is a snapshot in time, an indicator of conditions based on best data available, but on data that is in a constant state of flux. It should be treated as such.

2. Depth of effort. Because the analysis is an indicator, carefully consider the demands made on other agencies. USES has state and regional research and analysis divisions that can provide a great deal of the information needed through their Labor Market Information System. Many states routinely query adjoining states as to labor availability and the data in the Labor Exchange Information System is available to CPOS. These usual sources of information should be sufficient for mobilization planning needs. If possible, unusual requests, for which USES is not prepared or funded, should be avoided.

3. Cooperative Planning. Many local USES offices have made arrangements for CPO representatives to work at USES sites in the event of an emergency to expedite the recruitment process. Such cooperative arrangements and procedures will help facilitate mobilization execution and are encouraged wherever practicable. The annual labor market analysis provides an excellent opportunity to establish, review, and adjust working arrangements.

**DIRECTIVES PERTINENT TO CIVILIAN PERSONNEL**  
**LABOR MARKET ANALYSIS**

<u>ORGANIZATION</u>	<u>DIRECTIVE</u>	<u>APPLICABLE SECTIONS OR PARAGRAPHS</u>	<u>OPERATIVE REQUIREMENT</u>
DoD	DODD 1100.18	C.1.c., D.2.	<u>Establish procedures necessary</u> <b><u>to ensure both military and</u></b> <u>civilian wartime manpower</u> <u>demands are satisfied.</u>
DoD	DODD 1100.19	D.1, 3.b., G.2.	<u>Military Departments will</u> <u>review or redetermine wartime</u> <u>manpower requirements, demands,</u> <u>and supplies at least annually.</u>
ARMY	AR 690-11	1-5.d.; 2-3.c. (6), (7); 3-1; Appendix B, Part II. B-16; Appen- dix D. Figure D-1, 11.b. (3)	<u>Prepare standby job orders</u> <u>for positions on intake require-</u> <u>ments list. Conduct annual</u> <u>labor market analysis to de-</u> <u>termine capabilities and</u> <u>shortfalls.</u>
NAVY	SECNAVINST 12910.1A	4b. (2)(a)(b) (c); 5.	<u>Maintain emergency plans,</u> <u>procedures and implementation</u> <u>documents for workforce mobili-</u> <u>zation, identify shortfalls</u> <u>and undertake remedial action.</u> <u>Report status annually.</u>
AIR FORCE	AFR 40-910	1-3.b. ; 1-4a. ; 1-5.e. ; 1-6a. ; 2-3.c.	<u>There is a need to plan, hire,</u> <u>and train new employees for</u> <b><u>the civilian workforce; report</u></b> <u>program status to commander</u> <u>annually.</u>
MARINE CORPS	SECNAVINST 12910.1A	4.b. (3); 5.	Same as Navy.
MARINE CORPS	Mobilization Management Plan	Annex F 7a.(1)(d); 7.d.(2)	<u>Project civilian personnel</u> <u>mobilization requirements and</u> <u>availability, review annually.</u>

Figure M-1